



MANAGEMENT • ACCOUNTABILITY • PERFORMANCE

Result Area: Economic and Community Development

Fiscal Year 2011/2012 Work Plan

Economic and Community Development Result Area Departments/Divisions:

Planning and Community Development Department

Economic Development Office

Small Business Support Office

Minority- and Women-owned Business Enterprise Office

Training and Employment Services Office

Community Sustainability Office

MAP Goal #1: Create an Environment to Promote Economic Development Opportunities and Job Creation.

High Level Indicators:

1. Total value of construction (new, rehabilitation, renovation).
2. Total number of net new jobs created.
3. Average wage of all jobs.
6. Average number of days residential properties remain on market prior to sale, relative to the Triad region.

Result Area Objectives:

1. Partner with the community to maximize opportunities for leveraging private investment, job creation, and business retention.

Strategies:

- a. Promote economic development by using incentive guidelines, and facilitating land assembly, brownfield remediation, and land disposition.
- b. Continue to promote job opportunities through development and redevelopment activities in redevelopment areas, reinvestment areas and corridors, brownfield sites, and abandoned, passed-over or under-utilized sites.
- c. Continue to leverage grant funds from various sources to maximize the impact of local economic development efforts.
- d. Engage in new economic development partnerships and strengthen relationships with current economic development partners.

PERFORMANCE MEASURES	FY 11-12 Projected	1st Quarter	2nd Quarter	3rd Quarter	FY 11-12 Actual
Dollar value of investment leveraged with City funding as a result of development activities.	\$1.0M				
Dollar value of non-City investment initiated as a result of redevelopment activities.	\$1.0M				
Dollar value of non-City investment initiated as a result of adopted plans.	\$5.0M				
Number of Full-Time Equivalents (FTEs) created per year, through investment from all sources in City-sponsored construction, development, and redevelopment activities.	50				

2. Provide transparent economic development incentive guidelines, job training and skills development, and planning and technical assistance to businesses.

Strategies:

- a. Expand efforts to recruit, retain, and promote City contracting with, or facilitate expansion by, local businesses, small businesses, employers offering jobs paying a living wage, and businesses certified as Historically Underutilized Business (HUB) firms.
- b. Implement a coordinated array of incentives, training, employment services, and transparent economic development guidelines.
- c. Strengthen the City of Greensboro's visibility and accessibility to small businesses by continuing to collaborate with our business partners.

PERFORMANCE MEASURES	FY 11-12 Projected	1st Quarter	2nd Quarter	3rd Quarter	FY 11-12 Actual
Percentage of businesses seeking technical or financial assistance, that are satisfied with assistance they received from Community & Economic Development staff, as determined through evaluation forms.	80%				
Number of jobs created or retained County-wide as a result of economic development funding provided.	500				
Dollar value of City funded general- or sub-contracts awarded to certified HUB firms.	\$7.0M				
Number of local Minority & Women-owned Business Enterprise (MWBE) firms that have become certified with the State as HUB firms during the current fiscal year.	295				
Number of requests for business assistance completed.	300				
Percentage of City-assisted job seekers employed 6 months after exit.	70%				
Percentage of City-assisted job seekers employed at or above 80% of Area Median Family Income, as established by the US Department of Housing and Urban Development.	40%				

MAP Goal #2: Maintain Infrastructure and Provide Sustainable Growth Opportunities.

High Level Indicators:

4. Reduce Greensboro's carbon footprint.
5. Maintenance funding as a percent of total capital projects.
6. Parkland and open space per capita.
7. Capital investment within reinvestment corridors as a percent of overall capital investment (public and private).
8. Household waste recycled as a percent of total household waste disposed.

Result Area Objectives:

1. Provide leadership in promoting sustainable development practices through collaboration with other departments, especially Engineering and Inspections, Field Operations, Parks and Recreation, Transportation, and Water Resources.

Strategies:

- a. Analyze current land use patterns and existing policies to identify enhancements needed to promote more efficient and sustainable distribution of housing, employment, services, and open space.
- b. Develop annual targets for implementation of the Sustainability Action Plan goals.
- c. Analyze long range City plans to identify areas of alignment and misalignment with the City's overall sustainability goals.

PERFORMANCE MEASURES	FY 11-12 Projected	1st Quarter	2nd Quarter	3rd Quarter	FY 11-12 Actual
Percentage of Sustainability Action Plan strategies implemented.	12%				
Percent reduction of annual City-wide greenhouse gas (GHG) emissions, from projected levels.	5%				
Percent reduction in the City's annual per capita waste stream.	5%				

2. Provide leadership in promoting sustainable development practices through focused investment incentives and planning and development activities that result in clear visions and strategies for the future.

Strategies:

- a. Substantially increase annual number of housing units rehabilitated or repaired that are affordable to owners or renters with moderate income or below.

- b. Provide enhanced economic development incentives for investment in sustainable locations.

PERFORMANCE MEASURES	FY 11-12 Projected	1st Quarter	2nd Quarter	3rd Quarter	FY 11-12 Actual
Number of housing units developed or rehabilitated that are affordable to households at or below 80% of area median income.	80				
Number of housing units rehabilitated or repaired through the City's rehabilitation programs and partnership agreements with other entities.	55				

3. Promoting sound practices in the maintenance and expansion of infrastructure systems, through research, analysis, and planning services.

Strategies:

- a. Analyze current land use patterns and existing policies to identify enhancements needed to meet existing and future infrastructure needs.
- b. Provide sufficient incentives and regulatory framework to guide new development toward areas with greatest infrastructure capacity or least impediments for providing needed capacity.

PERFORMANCE MEASURES	FY 11-12 Projected	1st Quarter	2nd Quarter	3rd Quarter	FY 11-12 Actual
Percentage of total City economic development incentive funding that is directed to investments in Reinvestment Areas and Corridors.	30%				
Percentage of total City infrastructure investment occurring within Reinvestment Areas and Corridors.	20%				

MAP Goal #3: Promote Public Safety and Reduce Crime.

High Level Indicators:

1. Crime rate for felony offenses (Part I)
2. Juvenile crime rate (Part I and Part II)
4. Percent of commercial property lost due to fire.
5. Percent of residential fires contained to room of origin.

Result Area Objectives:

1. Create safe and livable environments in our neighborhoods by addressing the quality and affordability of the existing housing stock.

Strategies:

- a. Enhance awareness, monitoring, and enforcement of local building code, zoning ordinance, minimum housing code, local historic district guidelines, and other regulations to improve compliance.
- b. Identify and implement proactive measures to prevent minor violations from escalating.
- c. Seek additional resources for addressing the quality of the housing stock.
- d. Encourage implementation of Crime Prevention Through Environmental Design (CPTED) principles to promote public safety and reduce crime rates.

PERFORMANCE MEASURES	FY 11-12 Projected	1st Quarter	2nd Quarter	3rd Quarter	FY 11-12 Actual
Average number of calendar days to resolve zoning and local code violation cases from first inspection to compliance.	45				
Average number of business days from initial Zoning/Local Ordinance Enforcement complaints to first inspection.	2				
Number of building units repaired, rehabilitated and/or made more efficient.	40				

2. Create safe and livable environments in our neighborhoods by proactively preventing vacant and abandoned properties, loitering, and other conditions detrimental to neighborhood stability.

Strategies:

- a. Focus code enforcement efforts to substantially reduce the persistence of vacant and substandard housing.
- b. Continue ongoing collaboration through Community Watch, Neighborhood Planning, and Strategic Coordination of Resources (SCORE) team activities.
- c. Reduce crime through housing development and redevelopment activities.

PERFORMANCE MEASURES	FY 11-12 Projected	1st Quarter	2nd Quarter	3rd Quarter	FY 11-12 Actual
Percentage of neighborhood residents satisfied with neighborhood physical conditions, as determined through community surveys.	60%				

PERFORMANCE MEASURES	FY 11-12 Projected	1st Quarter	2nd Quarter	3rd Quarter	FY 11-12 Actual
Percentage of rezonings, variances, and other City development approvals granted for after-the-fact applications.	10% or less				

MAP Goal #4: Provide Exceptional Customer Service and a Diverse City Government Workforce.

High Level Indicators:

2. Percent of Contact Center calls resulting in a work order completed or contacted within internal business standards.
3. Percent of public information requests responded to within two days or less.
4. Ratio of City government employees (diversity breakdown) to overall City population (diversity breakdown).
5. Average hours spent on professional development per employee.
6. Average number of days to process mission critical services (e.g. contracts, inspections, plan review, hiring, etc.).
8. Percent increase in City website visits and social media users.

Result Area Objectives:

1. Provide opportunities for all result area staff and appointed officials to improve skills that promote the goals of the City of Greensboro.

Strategies:

- a. Continued and enhanced training of staff to ensure high quality customer service and highly skilled employees.

PERFORMANCE MEASURES	FY 11-12 Projected	1st Quarter	2nd Quarter	3rd Quarter	FY 11-12 Actual
Average number of staff training hours completed per employee, per year.	15				
Percentage of employee performance evaluations completed on time.	95%				

2. Provide opportunities to improve staff and citizen knowledge that promotes result area goals.

Strategies:

- a. Reduce processing time on applications, permits, agreements, grant reviews, contracts, and map or plan amendments, by establishing and documenting clear procedures and standards.
- b. Create and promote a one-stop source (including an interactive web presence) for information on economic development, business services, and career development.

City of Greensboro MAP

- c. Increased outreach to start-up, emerging and established businesses experiencing disparity in contracting with the City of Greensboro to bolster small businesses and create and preserve jobs and serve the needs of our small business community.
- d. Increase technical assistance to small businesses to address critical workforce and economic issues through focus groups, resource guides, and workshops.

PERFORMANCE MEASURES	FY 11-12 Projected	1st Quarter	2nd Quarter	3rd Quarter	FY 11-12 Actual
Percent of public information requests responded to within two days or less.	80%				
Percent of zoning, subdivision, and site plan reviews completed within target deadlines.	95%				
Number of new attendees at result area public meetings, seminars, or training sessions.	150				
Percentage of attendees rating the public meetings, seminars, or training sessions as effective or very effective.	70%				

MAP Goal #5: Ensure Fiscal Stewardship, Transparency, and Accountability.

High Level Indicators:

1. Percent of capital projects completed during the fiscal year that were either on or under budget.
2. Percent of total spending reduced due to timely payment of invoices (includes invoices, procurement card and travel card purchases).
3. Ratio of City tax dollars used to leverage non-City tax dollars (grants, foundation dollars, etc.) for public purposes.
6. Percent of audit findings resolved.
8. Ratio of actual revenue compared to actual expenditures.

Result Area Objectives:

1. Aggressively seek out needed resources concerning result area finances.

Strategies:

- a. Ensure that federal and state grant funds are promptly allocated and expended to support the local economy and fulfill the statutory goals of the funding.
- b. Continue to leverage grant funds from all sources to maximize the impact of City economic and community development activities.

PERFORMANCE MEASURES	FY 11-12 Projected	1st Quarter	2nd Quarter	3rd Quarter	FY 11-12 Actual
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Percentage of federal and state grant funds allocated and expended prior to expiration.	100%				
Percentage of federal block and competitive grant funding eligibility maintained.	100%				

2. Develop and manage result area budgets that efficiently provide for quality service to meet the demands of the community.

Strategies:

- a. Ensure that federal grant funds are promptly allocated and expended to support the local economy and fulfill the statutory goals of the funding.
- b. Assess and evaluate existing resources to develop the annual budget.
- c. Develop reports that allow staff to adequately monitor their budgets.
- d. Annually evaluate budget trends and re-appropriate based upon departmental strategic plans.

PERFORMANCE MEASURES	FY 11-12 Projected	1st Quarter	2nd Quarter	3rd Quarter	FY 11-12 Actual
Percentage of federal and state mandated grant and program management performance measures met or exceeded.	100%				
Percentage of Result Area budget expended by June 30 of each year.	95%				
Percentage of Result Area actual revenues to budgeted revenues.	100%				
Percentage of Result Area actual revenues to actual expenditures.	10%				